

# THE INTENTIONAL LEADER

Just as each geode is unique and has undiscovered beauty until explored, **The Intentional Leader** will take participants on a journey of transformation, uncovering their own unique gifts and their passion for leading. They will explore layers of their authentic self, become aware of their strengths and areas for development and will craft their own unique leadership style and philosophy. The geode is impacted and changed by forces outside itself. In this program, leaders will discover how their own experiences and the imprint of others on their journey have formed the basis for the leaders they are today and how those impact who they intend to become in the future.

*“ILP helped me reconnect with my personal purpose in work, and gave me tools to move myself forward professionally.”*

*Laurel Rochester / Imagine!*

## **WHY THE INTENTIONAL LEADER PROGRAM?**

**The Intentional Leader**, is an experience that will deepen awareness and develop crucial skills for executives and senior managers. The nine-month learning laboratory provides insights and opportunities that have an immediate and significant impact on a leader's contributions to the organization. Our integrated approach challenges participants to immediately begin thinking as transformational leaders. Program faculty encourage participants to include time-honored practices as well as cutting-edge concepts and tools into their own leadership styles.

## **WHAT MAKES THIS PROGRAM UNIQUE?**

- A nine-month program where participants in a learning cohort come together one full day each month to apply their learning and deepen their understanding.
- A four-part learning model including Strategic Mastery, Results Mastery, Self-Mastery, and Interpersonal Mastery.

## PROGRAM BENEFITS

### For the Leader

- Increased self-awareness through reflection and assessment
- New approaches and concepts learned to apply to leading
- Diverse network of business professionals with whom to collaborate
- Confidence and courage gained in order to lead more authentically, based on purpose and values

### For the Team

- Leader's increased awareness of his or her impact and increased agility to adapt to meet the needs of the team
- Consistent modeling of problem-solving and critical thinking skills
- Practical tools for setting strategy and aligning team goals with organizational goals
- Interpersonal skills to motivate and collaborate with team members

### For the Organization

- Increased skills in recognizing the need for organizational change and effectively leading people through it
- A results-focused leader who inspires others through demonstrated personal mastery and modeling of interpersonal effectiveness
- Implementation of a project that has meaningful impact on the organization

## BLENDING LEARNING APPROACH

This program is based on a blended learning approach, providing a multi-faceted, integrated experience through:

**Four Mastery Training Modules** use the innovative and efficient Reverse Classroom Method where participants learn new content at their own pace and then deepen the learning in the cohort setting through discussion, hands-on activities and problem-solving.

### Strategic Mastery

Strategic Mastery provides participants with the opportunity to analyze as well as assess their organization's current practices and develop a plan for moving their organizations forward.

Participants will:

- Apply the principles of Organizational Stewardship to lead their organization through change
- Differentiate change from transition and identify opportunities to apply these learnings in their organization
- Identify applications of the Management Systems Framework towards an organizational change/innovation initiative
- Develop an action plan for assessing the current system and apply system change approaches to in the organization

### Results Mastery

Results Mastery provides participants with an overall process of measuring Return on Investment. Participants will learn to evaluate and measure the impact of the investments their organizations make in people, programs, and processes throughout the lifecycle of an investment initiative.

Participants will:

- Identify the initial need for ROI analysis for all types of projects and programs
- Align projects and programs to business needs through the cycle
- Analyze and assess the impact and ROI for a specific project

### Self-Mastery

Self-Mastery is a time of reflection and self-awareness, allowing participants a chance to examine their current leadership style and determine what they would like to contribute as a leader in the future.

Participants will:

- Define what personal mastery means to them and explore how they will shift from conditioned patterns to intentional leadership
- Deepen their awareness and capacity to lead from a place of authenticity and courage
- Create their personal life narrative and identify how it informs their leading
- Design their personal leadership vision founded on their values and purpose, and identify actions toward manifesting their vision

### **Interpersonal Mastery**

This module focuses on developing and refining collaboration and communication skills needed for trust building. Leaders are only as successful as the people they lead, so they must develop their abilities to influence and support their employees' performance if they are to be transformational leaders.

Participants will:

- Identify strategies to effectively interrupt the Reactivity Cycle
- Learn how to dialogue with evenness of temper, even under pressure
- Practice accessing and using their personal influence style

### **Executive Coaching**

Participants will work with a certified Executive Coach in one-on-one coaching sessions during the course of the Program. The coach will offer a customized plan for their leadership development and will provide regular support as they experiment with new concepts and behaviors.

### **Hot Topics**

Three half-day modules address current leadership concepts relevant to today's changing workplace.

### **Workplace Project**

The Intentional Leader offers participants a chance to implement a significant workplace project of their choice which is supported by a state-of-the-art online learning process and faculty advisement.

**Session One:** Project ideas/scope.

**Session Two:** Project Charter and Work Plan.

**Session Three:** Project Progress Results.

### **Decision-Making Groups**

Three decision-making/process improvement methods will be introduced during the course of the program so that participants can assess which might work best in their organizations. The methods are practiced in class, using actual real-time business concerns of program participants.

# 2019 CALENDAR

<p><b>FEBRUARY</b></p> <p>Kick- Off <i>February 26, 8:30–4:30</i></p> <p>Executive Coaching Begins</p> <p>Learning Group Calls Begins</p> <p><i>*Online weekly tasks begin</i></p>	<p><b>MARCH</b></p> <p>Strategic Mastery <i>March 19, 8:30–4:30</i></p> <p>Executive Coaching Continues</p> <p>Learning Group Calls Continue</p> <p><i>*Online weekly tasks continue</i></p>	<p><b>APRIL</b></p> <p>Decision-Making: Q-Storming <i>April 23, 8:30–12:00</i></p> <p>Hot Topics: Financial Acumen <i>April 23, 1:00–4:30</i></p> <p>Executive Coaching Continues</p> <p>Learning Group Calls Continue</p> <p><i>*Online weekly tasks continue</i></p>
<p><b>MAY</b></p> <p>Results Mastery <i>May 14, 8:30–4:30</i></p> <p>Executive Coaching Continues</p> <p>Learning Group Calls Continue</p> <p><i>*Online weekly tasks continue</i></p>	<p><b>JUNE</b></p> <p>Decision-Making: 6 Thinking Hats <i>June 18, 8:30–12:00</i></p> <p>Hot Topics: LEAN Basics <i>June 18, 1:00–4:30</i></p> <p>Executive Coaching Continues</p> <p>Learning Group Calls Continue</p> <p><i>*Online weekly tasks continue</i></p>	<p><b>JULY</b></p> <p>Self-Mastery <i>July 23, 8:30–4:30</i></p> <p>Executive Coaching Continues</p> <p>Learning Group Calls Continue</p> <p><i>*Online weekly tasks continue</i></p>
<p><b>AUGUST</b></p> <p>Decision-Making: Design Thinking <i>August 27, 8:30–12:00</i></p> <p>Hot Topics: Mindfulness in Leadership <i>August 27, 1:00–4:30</i></p> <p>Executive Coaching Continues</p> <p>Learning Group Calls Continue</p> <p><i>*Online weekly tasks continue</i></p>	<p><b>SEPTEMBER</b></p> <p>Interpersonal Mastery <i>September 24, 8:30–4:30</i></p> <p>Executive Coaching Continues</p> <p>Learning Group Calls Continue</p> <p><i>*Online weekly tasks continue</i></p>	<p><b>OCTOBER</b></p> <p>Integration/Closing <i>October 22 &amp; 23, 8:30–4:30</i></p> <p>Executive Coaching Concludes</p> <p>Learning Group Calls Continue</p>

*\*4-5 hours of preparation for the Mastery Modules in the following month*

# FACULTY BIOS

## **Evan Abbott, M.A., SPHR, SCP**

Evan is the Director of Organizational Development and Learning with Employers Council. He holds a Bachelor's Degree in Psychology from Arizona State University and a Masters degree in Industrial/Organizational Psychology from the University of Colorado at Denver. In his 16 years at Employers Council, Evan has lead professional workshops on a variety of topics including Incivility at Work, Generations in the Workplace, Motivation and Engagement, 21st Century Teams, Change/Transition management, the Myers-Briggs Type Indicator as well as various topics related to Leadership & Supervisory skills. He consults with members of Employers Council about issues related to training, organizational development and strategic management. In addition, Evan teaches courses in Research Methods, Psychology, and Organizational Behavior in the College of Professional Studies at Regis University.

## **Lisa Barbeau, M.S., PHR**

Lisa has been a member of the Organizational Development and Learning Department at Employers Council since 1999. Lisa holds an M.S. in Instructional Design from the University of Michigan and has been involved in the field of organizational development and learning for close to 30 years. Prior to joining Employers Council, Lisa was with the City and County of Denver where she had been the director and senior trainer for their Experiential Learning Center. Lisa also spent five years with Wild Oats Market as a Store Manager/Trainer. She is a qualified administrator of the Myers-Brigg Type Indicator Step I and Step II, a certified instructor of Leadership through Influence and The Human Element through WSA International and has completed her SPHR/PHR certification. Lisa is also co-director and instructor of the Organizational Development Certificate Program at Employers Council. Lisa has taught, trained and consulted with both non-profit and for-profit companies and has extensive experience with the public sector.

## **Eric Daly, M.S., GPHR**

Eric holds a B.A. in International Studies from the American University in Washington, D.C. and has been involved in the field of training for 15 years. Eric worked as a Team Leader in the National Civilian Community Corps; as a trainer/facilitator in the international organization Up With People; and conducted cross-cultural communication training for the Business Council for International Understanding in Washington, D.C. Presently, he works as a Organizational Development and Learning Consultant at Employers Council and has a M.S. in International/Intercultural Communication from the University of Denver. Eric is a certified Integral Coach.

## **Paul Harrison, CPA, CFP®**

Paul R. Harrison is a lecturer at MSU Denver and principal in Paul R. Harrison, CPA. P.C. Mr. Harrison facilitates Continuing Professional Education (CPE) in ethics for the Colorado Society of CPAs. Mr. Harrison received a B.A. degree in Economics from Hartwick College in NY, as well as an MBA from the University of Colorado at Denver, and is currently working to finish a Masters of Taxation at the University of Denver. In 2012, Mr. Harrison became a Certified Public Accountant licensed in Colorado. He also is a Certified Financial Planner professional.

**Megara Kastner, Ph.D.**

Megara focuses on facilitation, mediation, training and coaching with executives to front line workers and their teams. She has worked with hundreds of individuals and groups in nonprofits, business, education, and government during the past 15+ years. She is an executive coach/trainer for team-building, manager support in leadership development, and mediator. Megara specializes in administering developmental behavioral assessment centers. Having worked as an executive director in several nonprofits and mid-management in municipal governments, Megara understands the nuances of leading and managing. Megara holds a Ph.D. in Education and Human Resource Studies from Colorado State University.

**Molly Killinger**

Molly has over 20 years of experience working in the consultant, corporate, and small business sectors. Molly worked as a LEAN/Process and Project Manager at Accenture / Andersen Consulting and a small local consulting firm for 9 years. She then worked at TeleTech as the Project Launch Director and initiated their PMO department. Most recently, she ran her own business, My Enrichment, running after-school enrichment program / portfolio management for half a dozen Denver Public Schools. In addition to working toward her Project Manager Professional (PMP) certification, Molly has a Bachelor of Science degree in Industrial Engineering from University of Cincinnati.

**Anitra S. Lesser, M.Ed.**

Anitra holds a Masters of Education in Organizational Development from Regis University and a BA in both Sociology and Communications from the Lewis and Clark College. She is a certified Integral Executive Coach through New Ventures West and is also a coach for the Profilor® 360° feedback instrument for managers and organization leaders. Anitra has been involved in training and development, group facilitation, and management roles for the past 15 years. She currently develops and facilitates training programs and gives presentations in such areas as: effective communication, conflict resolution, change management, leadership, interpersonal and personal mastery, group dynamics, and coaching. Anitra brings a rich and diverse background having worked in leadership and consulting capacities in human services, private education, corporate sales and trial law.

**Bridget Morris, M.Ed.**

Bridget holds a Master's in Education from American University in Washington, D.C. and a Bachelor's degree from Purdue University in Communications and English. She is a facilitator and consultant, working with leaders of organizations on their training and development needs in such areas as: effective communication, conflict prevention and resolution, navigating change, the development of presentation and training skills, and interpersonal and group dynamics. Bridget is certified in Conflict and Mediation training, 360 Profilor assessment, as well as Radical Collaboration. In addition to her work at Employers Council, she also teaches at the college level. Bridget brings a rich background to her current role having worked in both public and private education, recruitment, and curriculum design.

### **Peggy Penberthy, M.S., SPHR, SCP**

Peggy holds a M.S. in Educational Psychology and Instructional Design and a B.A. in Communications and has been in the training and development field for 18 years. As a consultant and trainer at Employers Council, she develops and facilitates training in the areas of leadership, communication, coaching, conflict management, and team building. She is a Certified Professional Coach, working with leaders to enhance their capacity and effectiveness. Peggy's advanced training includes certifications in Integral Coaching, mediation, organization development, Radical Collaboration and the Human Element. Prior to joining Employers Council, Peggy spent eight years in the advertising industry as a national sales manager and account executive. Peggy also lived in Jakarta, Indonesia where she taught English as a Second Language.

### **Jack J. Phillips, Ph.D**

Dr. Jack J. Phillips is Chairman of ROI Institute, Inc. the leading provider of services for measurement, evaluation, metrics, and analytics. Former Learning and Development Manager, HR Executive, and Bank President, Phillips provides consulting services for over half of the Fortune 100 companies and workshops for major conference providers worldwide. Author of the first book on training evaluation in the USA, Phillips has authored or edited more than 75 books. He is the developer of the ROI Methodology, the most used evaluation system in the world. His work has been featured in The Wall Street Journal, Bloomberg BusinessWeek, Fortune Magazine, and on CNN.

### **Krista Rahe, M.Ed., GPHR, SCP**

Krista holds a M.Ed. in Organizational Learning, Performance, and Change from Colorado State University and has been involved in teaching and training adults for 20 years. Krista is currently a trainer, executive coach, and consultant in the Organizational Development and Learning Department at Employers Council, specializing in communications, coaching, leadership and change. She is a certified Integral Coach and Mediator. Krista has also been involved in the development of Employers Council's Executive leadership Programs and Leadership Academies. Krista has lived and worked in both Sweden and Japan. Prior to joining Employers Council, she was President of Rahe Services for 11 years, a training and consulting business focused on the topics of international marketing, global business success and customer service.

### **Stuart Thomas, M.B.A., SPHR, PMP**

Stuart Thomas has over 30 years of experience helping leaders improve the performance of their organizations through integration of strategy, people and process. He worked at Accenture / Andersen Consulting for 20 years and then founded Arrow Performance Group in 1999. He has helped improve performance for over 400 organizations in over fifteen industries. Stuart earned an undergraduate degree in Chemistry from Miami University in Ohio, an M.B.A. from Colorado State University, and a Master of Science degree in Information Technology from the University of Denver. Additionally, he is certified as a Senior Professional in Human Resources (SPHR) as well as a Project Management Professional (PMP).



# THE INTENTIONAL LEADER 2019 APPLICATION

## APPLICATION INFORMATION

Name

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Title

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Company

Membership #

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Address

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City

State

Zip

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Email

Phone

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Note: The cost for the program is \$9,500

Applications must be received no later than January 18, 2019. Discount of 10% if application received by Dec. 14, 2018

Who should receive the invoice for this program? (Name, address if different from the above)

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## BACKGROUND INFORMATION

Briefly describe your current leadership role.

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What previous leadership training have you participated in?

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Turn over for additional questions.

What goals or development areas would you like to work on in this program?

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What makes this program relevant for you right now?

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How, and by whom, will you be supported in this program?

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Thank you for completing the application form. We will contact you for a conversation before entrance into the program.

Participants will be asked to sign a Learning Contract, indicating their understanding and agreement to the time commitment and requirements of the program. The Learning Contract will also be signed by the participant's direct supervisor, indicating their awareness and support of the full engagement of the participant.

Email your application to *Registration@EmployersCouncil.org*.

Cancellation Policy

Fees are non-refundable after the February Kick-Off session.